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CENTRAL INTELLIGENCE AGENCY

WASHINGTON 25, D. C.

31 October 1951

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : Director of Training

SUBJECT : Attendance by CIA civilian employees at selected
Department of Defense Schools

1. Currently CIA sends and expects to continue sending selected civilian employees to the courses conducted by four Department of Defense schools:

National War College
Naval War College
Naval Intelligence School
Strategic Intelligence School

However, CIA has no quota at these Department of Defense high-level schools:

Army War College
Air War College
Industrial College of the Armed Forces
Armed Forces Staff College

Details concerning these schools are furnished as Attachment 1.

2. All military services and the State Department send personnel to virtually all of these schools. The failure of CIA to maintain at least one appropriately high-level representative in each of these schools militates against our Agency's effectiveness in the long run. For example, during a recent visit on the occasion of [REDACTED] talk to the Army War College I observed that State had a high-level representative in the student body who presented effectively his Department's policies and views and performed an all-round public relations function for his Department. In contrast, it was obvious that CIA's position and tasks had been misunderstood by the student body, a misunderstanding that our regular participation in the course could have avoided. This public relations function is, I believe, a vital one,

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which justifies our participation quite apart from the benefit of the valuable training afforded the persons so assigned. On the other hand, I cannot recommend initiating action to obtain quotas for these institutions unless we are certain of filling them with suitably high-level, able personnel. Such personnel are increasingly difficult for operating offices to spare as demands upon them grow.

3. It is therefore recommended that this problem be discussed and a policy fixed at a Director's meeting. I am prepared to furnish copies of this memorandum immediately to the Assistant Directors.



MATTHEW BAIRD

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